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16 July 1963

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MEMORANDUM FOR: Director of Central Intelligence
Deputy Director of Central Intelligence
Executive Director

SUBJECT : Science Organization in CIA

1. My understanding of the DD/R concept is that creation of a new Deputy Directorate was based on three arguments:

a. Pete Scoville needed a Deputy Directorate for leverage with the Pentagon and to show the outside world CIA takes science seriously;

b. The DCI wanted in every way to emphasize scientific inquiry into new techniques of intelligence collection;

c. Pete Scoville wanted all "scientists" to work together on the grounds they are clubby and "a critical mass" of them makes for new ideas.

2. I do not disagree with these arguments, but I submit that the DD/R concept was faulty because it overlooked several other plain truths:

a. Most of the "scientists" at work in CIA are not the inventive-engineer type likely to create new intelligence gathering devices;

b. The inventive-engineer type is very hard to recruit because of the demand for them in industry, defense and space programs;

c. The Agency has a hard requirement for more than we now have of "scientific intelligence analysts," who are quite another type - i.e., they are men with sound scientific education and training who are skilled students of the development of science and technology abroad, particularly in the sophisticated military weapons systems (this is OSI);

SECRET

SECRET

-2-

d. These analysts work best in close intellectual contact with other analysts whose work in the economic, political and other fields supplements the study of foreign technology and science;

e. Apart from these "scientist" types, the Agency has a need for "inventive-engineer" types who specialize in devices intended for clandestine use by agents, and this is not very closely related to the true technical collection problem in the reconnaissance and telemetry field since the limitations have to do with clandestinity rather than science;

f. "Clubbiness" among scientists ought to be encouraged to a certain extent professionally but not at the expense of their close intellectual harmony with the analysts in one context and the clandestine agent handlers in another.

3. My conclusions are:

a. We are correct in keeping the Agency structure of "scientists" in three administrative compartments, as now, according to task;

b. The chief of OSI, where the greater number of our "scientists" now work, should be encouraged to develop a lively professional career service cutting across the Directorates of all three Deputies concerned;

c. A new DD/R should be selected to direct a small, high-quality creative research and development staff to operate as an idea factory rather than a line agency, exchanging its ideas with other components of the Agency as freely as with components under its own control;

d. The new DD/R should chair an Agency Scientific Intelligence Board including members from other Directorates to concert programs and procedures of mutual interest;

e. The Agency as a whole should be encouraged by the DCI to assimilate scientific ideas and techniques rather than to try to isolate the "scientist-trained" people in a single component of CIA.

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